STRATEGIC PLAN

CITY OF COLLEGE PARK, GEORGIA
2020 (REVISED) – 2024



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Message from the Mayor and Council

College Park is a vibrant city and our best asset has always been our people. Whether you live, work or play here or even just visit, you are an integral part of our community.

The City of College Park's Strategic Plan will guide the collective efforts of our elected officials, staff, residents, and business leaders who continuously work together to improve our city. It reflects our core values, our everyday commitment to excellence, and the hard work of countless staff members, citizens, and stakeholders in our community. As we built this plan, we took the opportunity to both reflect upon our long history as well as to use that history to chart a well-defined path for our future. It is our hope that this document is one that grows with us and allows us to craft policies, make decisions, and commit investment in line with the city's vision and mission.

Strategic plans are far from easy to accomplish. Even in "normal" times, they require everyone involved to stretch beyond their comfort zones. When COVID-19 struck in the winter of 2020, even the least challenging of governance tasks and progress became inordinately difficult. Your city staff worked tirelessly to continue to ensure your safety and protect your quality of life, all while trying to reduce the risks of spreading this horrible infection. We stand and applaud their efforts.

In this uncharted territory, we have all had to be honest about where we are as a City and use that point of departure as a way to think about where we can go and grow. This five-year plan is a tribute to those who led and participated in these very difficult conversations, acknowledging and commending their efforts to understand the challenges of limited resources and the need for gradual progress. In order to achieve the changes that we envision, we will need to utilize all of the days, weeks, and months over these five years. Regardless of the challenges that we may encounter, we are committed, hopeful and we daresay even confident that we will get the job done. Our staff is exemplary and we are excited to manifest a new and better future for our community.

This process would not have been possible without the tireless service of the strategic planning committee. We are grateful for their commitment to College Park and their service, which will have a lasting positive impact on our community. Each of them brought a unique perspective to the committee that helped to create a well-rounded, comprehensive plan.

Our future is bright and we are eager to implement this plan, together building the community we deserve!

Ever forward.

> **"Regardless of the challenges that we may encounter, we are committed, hopeful and I daresay even confident that we will get the job done.**
>
> *Bianca Motley Broom*
> *College Park Mayor*



Mayor Motley Broom leads story time at city hall in February 2020.

Message from the City Manager

In 2018, under the leadership and guidance of the Office of the City Manager, College Park's Executive Team, comprised of a group of professional managers and leaders with extensive experience in their respective areas of expertise, embarked on a mission to develop the City of College Park Strategic Plan.

I was proud to appoint a strategic planning committee to work collaboratively with an external professional facilitator to gather qualitative and quantitative information on organizational needs, and subsequently, the needs of citizens, business stakeholders, staff, and elected officials.

Countless hours were invested in discussing and formulating College Park's mission, vision, and core values. The City hosted public meetings related to strategic planning and received input from residents and stakeholders. Elected officials met with all parties involved to ensure alignment of Mayor and City Council directed goals, objectives, and priorities. As strategic planning is an evolving process, both elected and appointed leadership continue to offer updates relative to strategic priorities and resulting direction.

Today, the City of College Park is located in two counties– Clayton County and Fulton County, though the airport is entirely located in Clayton County. Our City is the home of Hartsfield-Jackson Atlanta International Airport, the world's busiest airport (located entirely in Clayton County), Chick-Fil-A Corporate Headquarters, one of the United States top yielding Coca-Cola Bottling Company's production and distribution plants, Sysco Foods Atlanta, and 36 hotel and motel facilities, all to help support a daytime population of 300,000, and more than 15,000 permanent residents. Additional notable aspects of the community include the southeast regional headquarters of the Federal Aviation Administration, and Woodward Academy, the largest independent preparatory school in the continental United States. Municipal operations include the Georgia International Convention Center, the newest and second largest convention facility in the State, as well as multiple service utilities, to include College Park Power, the City's electricity distribution system. The City of College Park functions with up to 18 operating departments, with an annual operating budget of $140 million. College Park features more than 853 properties listed on the National Register of Historic Places. The town's avenues and streets derive their names from Ivy League colleges and influential College Park residents.



On Wednesday, Oct. 24, 2016 College Park City Manager Terrence Moore hosted a special meeting with 3rd graders from The Main Street Academy, as part of the school's study of government relations. Moore answered questions and informed students about the various departments he oversees as City Manager. Shortly after the City Hall presentation, the students ventured to the Georgia State Capitol.

College Park

Gateway to Atlanta and to the Future

Founded in 1890 as a depot on the Atlanta and West Point railroads, the community we now know as College Park was first called Atlantic City and later became known as Manchester. In 1896, Atlantic City was renamed The City of College Park as it was the home of Cox College. Today, City Hall and other buildings stand on the grounds of that campus. Another academic institution, the Georgia Military Academy, was founded by John Woodward in 1900 and was renamed Woodward Academy in 1966.

In 1963, the City of Atlanta constructed Hartsfield-Atlanta International Airport and one third of the building was located within the city limits of College Park. A 1966 Federal Housing study demonstrated that large tracts of property in College Park were later purchased to service the airport's needs. In 1978, concerned citizens founded the College Park Historical Society ("CPHS") in order to resist northward expansion of the airport. The CPHS successfully lobbied against and prevented proposed flight paths over the neighborhood colloquially known as Historic College Park. In addition, it protected **swaths** of homes and the Main Street commercial district by registering them with the National Register of Historic Places. This eventually resulted in the establishment of the College Park Historic District.

Between the 1980s and the early 2000s, as part of continued implementation of the Federal Aviation Administration's noise abatement program, the City of Atlanta and the FAA purchased roughly 320 acres of property containing residential structures, churches, and some small commercial buildings immediately adjacent to the west side of downtown College Park. In 2006-2007, the City repurchased much of the land across from the Georgia International Convention Center. "Six West", formerly considered the "Airport City" development, is being planned as of this publication date.

College Park is home to 15,159 residents, covers 11.10 square miles, contains multiple world- class organizations — such as Woodward Academy and the headquarters of Chick-fil-A — and features more than 853 properties listed on the National Register of Historic Places. The town's avenues and streets derive their names from Ivy League colleges and influential College Park residents.

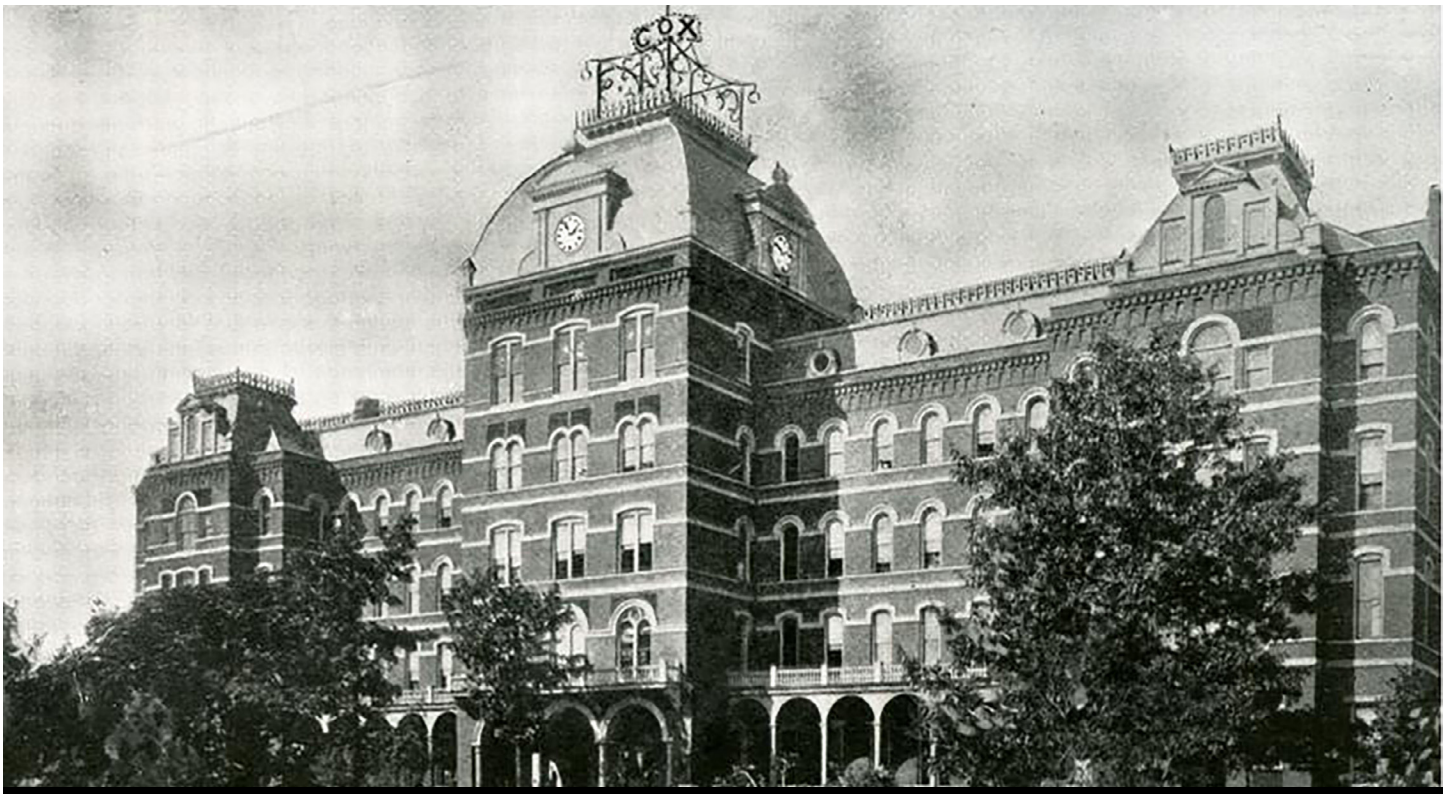


Figure SEQ Figure * ARABIC 1: Cox College and Conservatory - 1900



Main Street, College Park

In addition to being the southeast's international and domestic gateway with its proximity to the largest and busiest airport in the world – Hartsfield Jackson Atlanta International Airport —the City of College Park is proud of its other business and residential amenities:

- College Park is Georgia's fourth largest urban Historic District, adding to the charm and character of the city.
- College Park is minutes from Mercedes Benz Stadium, the western edge of the Beltline and Downtown Atlanta.
- The entire metropolitan area is easily accessed by our MARTA Rapid Rail station, the second-busiest MARTA station in the system, making it convenient for travel and commuting. The City also features 11 MARTA bus routes serving Fulton and Clayton counties.
- We are home to the largest private school in the Continental U.S. (Woodward Academy) as well as several international headquarters and regional facilities offering jobs, products, and services to area residents that ensure a thriving local economy.
- More than a dozen different funds are based within our City offering diverse revenue streams to area businesses.
- In 2012, College Park City Council created a Destination Marketing Organization, now known as the ATL Airport District. The mission of the CP-DMO is to generate and stimulate economic impact for the City of College Park and to effectively market facilities of the community, positioning it as a preferred tourism, convention, and business destination.
- The City owns and manages a world-class convention center – Georgia International Convention Center— which is the 2nd largest convention center in the entire state and notable as the only one in the country directly connected to an airport via SkyTrain.
- The City operates The Arena at the College Park Gateway Center, a multi-purpose venue that seats 4,000 people and hosts the College Park Skyhawks, the official NBA G League affiliate of the Atlanta Hawks, and the WNBA's Atlanta Dream, along with a variety of other events.

The Impact of COVID-19

In the Winter of 2020, a global pandemic changed the ways in which every institution delivers goods and services. Every human being was forced to re-evaluate how they live and function amidst a world-wide public health crisis. While we all wish for a return to "normal," we know full well that the parameters of our past practices have been forever changed by COVID-19

As we evolve a new set of business practices, social interactions and new governance processes, the leadership and the citizens of College Park have remained resilient and have continued to set the standard in providing exemplary municipal services to our community. We are in a constant state of change and growth.

First and foremost, we have taken precautions to ensure the safety and health of our staff and our residents. We work to keep our people as safe as they can be, staying up to date with the latest scientific information on the virus and how it spreads. Our hearts break for those in our community who have fallen ill and we wish them quick and complete recoveries.

Beyond the pandemic, College Park remains steadfastly focused on public safety and maintenance and improvements to our basic infrastructure including our roads, power, and public spaces. We remain steadfast in our cautious financial management and we are working hard to ensure a sustainable future for this generation and ones to come in terms of our community, our environment, and our local economy. This Strategic Plan sets out a path forward and we remain committed to planning and progressing, whether in an uncertain world or in normal times.

A Strategic Plan is normally written with one eye toward addressing an organization's weaknesses and another eye on considerations of uncontrollable external "threats". With both in mind, a Strategic Plan is written with goals that remain aspirational but achievable regardless of the circumstances. This plan, originally crafted in 2019, considered every imaginable barrier and contained goals and strategies that City leadership believed achievable no matter the crisis faced.

COVID-19 was and remains the "unimaginable." We did not foresee a global pandemic.

That being the case, city leadership came together amidst the pandemic and undertook an effort to review and re-cast the 2019 strategic plan in ways that are attentive to new challenges and cognizant of the need for fewer silos and greater teamwork. Our new goals, objectives and the activities central to the performance standards are still aspirational. Yet in this COVID19 environment, though it sounds cliché, we recognize that we are all in this together. Not only do we need to reach for goals that are just outside what is both known and attainable, but we need to do it through inter-departmental collaboration and greater teaming.

Even in a COVID-19 world, we believe our 2020-2024 goals are well within reach owing to progressive leadership, an energizing culture of collaboration, and an exciting new energy in College Park.



Medical workers screen patients for COVID-19 by offering drive-through testing at the Georgia International Convention Center

Performance Management System

A Performance Management System is one that aligns available resources with existing goals and objectives.

- **Core Values** are the beliefs shared among the leadership of College Park and its various visitors and constituents. Core values drive an organization's culture and priorities and provide a framework in which decisions are made.
- **Vision** outlines what the organization wants to be, or how it wants the world in which it operates to be (an "idealized" view of the world). It is a long-term view and concentrates on the future. It can be evocative and is a source of inspiration.
- **Mission** defines the City's fundamental purpose and succinctly describes why it exists and what it does to achieve its vision.
- **Goals** are qualitative in nature and constitute broad statements of what the organization hopes to achieve relative to a theme. Although the City can have short-term and long-term goals, it is important that each goal is clear and can be supported by measurable objectives, which allow them to become self-fulfilling over time. Goals should drive the strategic planning process and give further definition to the organization's mission.
- **Objectives** are quantitative in nature. In fact, objectives are the only quantifiable elements of the strategic plan. Vision, mission, goals and tactics are all qualitative and describe how things get done, but not how much will be accomplished.
- **Strategies and Tactics** describe major approaches or methods for attaining objectives. In general terms, strategies begin to answer the question, "How will we go about accomplishing our objectives?" "Tactics" are specific activities or projects. This Strategic Plan combines the two in the pop out boxes; however, they are neither comprehensive nor exhaustive.
- **Metrics and Measures** are outputs or outcomes that are the basis of performance management and create accountability for leaders as they seek to achieve City Goals. These measures and metrics do not appear in this strategic plan, but rather form the basis of the performance appraisal system developed by the City Council, Mayor and City Manager.

Ultimately the City of College Park will develop systems and processes to help track progress toward the strategic goals. A dashboard and system to set, track, and measure success toward key goals will be put in place and communicated to Council and the public. These goals will be reviewed annually at Council, Executive and Department levels and more frequently as needed.



Core Values

A strategic plan must begin with a serious look at the core values of a community.

These values shed light on our vision and mission and provide the foundation for our goals, our objectives and all of the actions we will take to achieve them.

Like any institution, the City of College Park hopes to adhere to and more widely promote a set of values that will help our community to succeed and thrive. Our promise to our businesses and our residents is to work hard to build a community wide culture that includes:

> **“The City of College Park hopes to adhere to and more widely promote a set of values that will help our community to succeed and thrive.”**

HOSPITALITY

We are a hospitality city at our core. We will act and function in a way that emphasizes the importance of the people we are serving, whether they are full time residents, people passing through, or the businesses that cater to the region. We commit to assist others promptly, courteously, and professionally. We want visitors and citizens to feel welcome and offer them a deep sense of belonging.

HARMONY

We are committed to working in a way that creates harmony. We will listen to others carefully and will treat all with respect and dignity.

EQUITY AND INCLUSION

We believe that everyone in our community has a voice and each member should be afforded the chance to participate in shaping the City’s future. The members of our community will be treated as equals by everyone in our government structure.

LEADERSHIP

Our people must set a standard of excellence, specify and address big goals, and boldly innovate so as to better serve our businesses and residents.

PROFESSIONALISM

Every person employed by the City is a professional and will conduct themselves with grace, understanding, and a service ethic that is resolution-oriented and consensus-building. We are a community of caring and thoughtful individuals who take pride in what we do every single day, seeking to serve the city before ourselves. We bring that professionalism to every interaction with residents, visitors, and businesses.

ADVANCEMENT

We value advancement for the city as a whole and the individuals within College Park’s municipal government as well — Council, Executive Leadership and staff. We want to be future-oriented and open to innovation, access, progress, and growth.

The City of College Park will build upon these core values and its leadership will focus on creating a community wherein people can live, work, and play all in one place. College Park is and will continue to be a place where diversity thrives as a healthy cultural cornerstone; a place that families, individuals, and businesses choose to call “home.”

Vision

A Vision Statement is aspirational and typically reflects an “idealized” view of the world. The Vision Statement for College Park takes a long-term view. Achieving that view is not entirely within the control of City Officials but affected by external forces as well. It is intended to be both a point of reference and a source of inspiration for all. Embracing and maintaining our core values are characteristics of Leadership that could be added on the previous page.

VISION FOR THE CITY OF COLLEGE PARK

The City of College Park aspires to be a destination where people come to raise a family, start and grow businesses, live, work and play all in a sustainable and healthy social and physical environment.

Mission

The fundamental purpose of our City Government is captured by the Mission of the City of College Park, highlighting its main purpose and what it does to achieve the aforementioned vision.

The City Council, leadership team and staff are all highly focused on making this vision and mission a reality.

CITY OF COLLEGE PARK MUNICIPAL GOVERNMENT - MISSION

The municipal government within the City of College Park exists to create policies and harness and direct human and financial resources in ways that cultivate a sense of community and a place where businesses, families, and individuals can thrive in a safe and inclusive environment.



(Photo: Noel Mayeske, College Park Resident)

Goals and Objectives



Based on interviews carried out with city residents, businesses, staff and Council, there emerged five distinct "focus areas" that present opportunities for leveraging investment and energy:

- **Local Economy and Growth**
- **Quality of Life**
- **Transportation and Mobility**
- **Public Safety and Security**
- **Governance and Customer Service**

Advancements across these focus areas will enable the City to fulfill its mission and move us collectively toward achieving our common vision. Such advancements will require commitment, intentionality, energy, and investment. Elected officials must be attentive to the cross-cutting and inter-dependent nature of these focus areas as success in each necessarily helps the City achieve success across the board.

With these focus areas in mind, the City of College Park embraces the following five goals, and the objectives enumerated below each. Individually and in their entirety, these goals and objectives have been embraced by City Council, the Mayor, and the City Manager. Department Heads and every member of the City's staff are charged with the responsibility of working to achieve these goals. In FY 2021 and beyond, these goals will be an essential part of the Performance Management System and will become fully integrated into the appraisal process well before the end of FY2021.

GOAL I: LOCAL ECONOMY AND GROWTH

Create and implement a holistic economic development plan that fosters business development throughout Six West, renews the once-thriving economy of Old National and restores Main Street to its former splendor and untapped potential.

I.1 Develop a City-wide, strategic and growth-oriented Comprehensive Plan that addresses land use, housing, capital improvements, transportation, natural resources and supports infrastructure and hardscape functions inclusive of:

- An Economic Development Strategy that leverages public, private and philanthropic partnerships, positioning the City for land acquisition and retail options that align with residential preferences, workforce development, and even more significant, long term investment.
- A Visitors, Conventions and Community Strategy (for the GICC and The Arena at College Park/ Gateway Center) which integrates infrastructure, market expansion and operations enhancements.

I.2 Build a robust Economic Development team inclusive of functional specialties such as:

- Program Management at Six West
- Marketing and recruitment
- Focus on existing redevelopment projects
- Expansion of existing businesses

I.3 Establish a standing team to integrate Capital Improvements projects and planning across departments

I.4 Increase the volume and diversity of housing stock including options in the $150k-$250k price range for entry-level homeowners.

I.5 Decrease the average period of time required for planning and inspection decisions by automating filing procedures and streamlining the decision-making process.

I.6 Maintain structures for rates, fees, fines and penalties that are both sustainable and in keeping with price points in surrounding communities.

I.7 Increase both the number of events and the number of patrons attending sporting events, concerts, conferences as well as participating in other activities at the GICC and the Arena at Gateway Center.

I.8 Advance and leverage existing economic engines including but not limited to elementary school mentoring programs, single user transportation vehicles (e.g., scooters), and the College Park Beautification Program.

SAMPLE PROJECTS

- Complete Six West project;
- Advance development at Old National and Godby Avenue communities;
- Elevate the prominence and modernize the Georgia International Convention Center (GICC) with new parking configurations and by replacing signage and lighting and negotiating naming rights to arena; and,
- Provide resource links and additional “FAQs” regarding zoning and site development matters on the webpage.



College Park Woman’s Club
(Photo: Noel Mayeske, College Park Resident)

GOAL II: QUALITY OF LIFE

Provide opportunities for people to come together, interact with one another, and build relationships through inclusive programs, services, events, and great public gathering places.

II.1 Advance ways to increase community collaboration and implement initiatives to become "One" College Park.

II.2 Develop and implement a "College Park Beautiful Plan" which includes provision for better aesthetics, noise reduction, additional walking and bike trails, better street lighting, improved streets and sidewalks as well as connectivity to the western edge of the Beltline.

II.3 Improve the recreation and parks system so that it better aligns with the goals and needs of the community.

II.4 Increase participation in community activities including conferences, recreation, arts, crafts, festivals, and cultural experiences at the GICC, Gateway Arena and throughout College Park.

II.5 Increase access to digital communications and user rates, as well as the flow of information from City government in order to improve collaboration between City Government, citizens, businesses, and visitors.

II.6 Decrease the volume of litter across our community, increase recycling volumes, and encourage the correct use and collection of recycled materials.

II.7 Develop Initiatives to Improve K-12 education within the city.

SAMPLE PROJECTS

- Upgrade internal visitor and citywide fiber optic network for faster speed
- Evaluate the services provided by the Department of Public Works in order to meet the needs of a growing community
- Increase the number of annual street paving projects, upgrade existing sidewalks and promote new sidewalks installation in needed areas for pedestrian safety
- Plan and make Brady Center improvements
- Implement new technology within recreation programs to reduce the time needed to register and associated costs



On Saturday, June 6, 2020, a group of demonstrators formed a rally amid the late Mr. George Floyd death. College Park Chief Williford and other elected officials came to show their honor and respect for the event.

GOAL III: TRANSPORTATION AND MOBILITY

Use a Smart Cities approach to planning a comprehensive, clean and quiet transportation network that eases the movement of people, goods and services within the City of College Park, in and out of the Convention Center, to and from the Airport and throughout Metropolitan Atlanta.

III.1 Ensure that the Comprehensive Plan addresses transportation throughout the city to include the paving and repair of roads, the construction and repair of new sidewalks and pedestrian trails, the conducting of preventive maintenance and landscaping of right of way, and the cleanup of illegal dumping sites and enforcement of city codes sites citywide that pertain to landscape maintenance on private property.

III.2 Stimulate downtown economy by developing innovative ways to transfer hotel guests, GICC guests and future Six West guests to downtown businesses via:

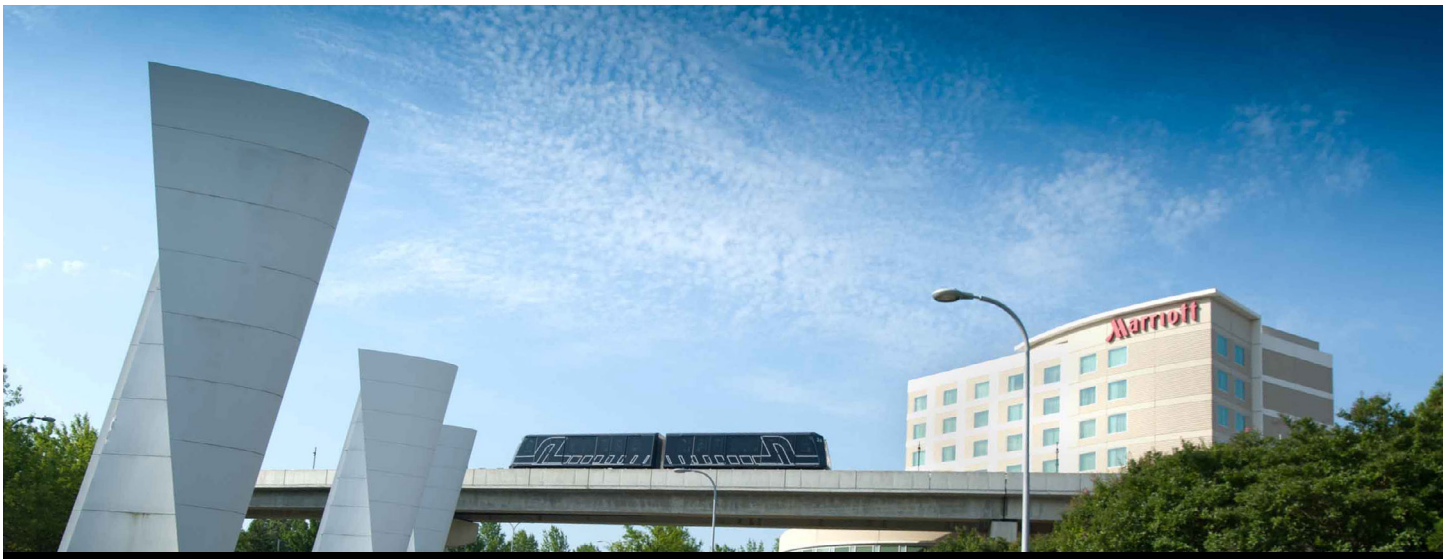
- A Pedestrian Bridge over Camp Creek Parkway.
- Bicycle and pedestrian access between the GICC and Downtown College Park.
- An Uber and Lyft waiting area at GICC and in Downtown College Park.
- Overhauling the MARTA station.

III.3 Improve surface parking downtown.

III.4 Build cooperative relations with Hartsfield Jackson International Airport and the FAA to better address noise, air quality, parking and other mobility issues.

SAMPLE PROJECTS

- Maintain open lines of communication between the City of College Park and the Federal Aviation Administration (FAA), making sure the FAA understands the potential impacts of any FAA policy change proposals
- Advocate for change in FAA guidelines that may need updated study, or that may conflict with evolving airport area development goals
- Advocate for ongoing funding of noise mitigation and actively work to limit any potentially negative environmental impacts at the Airport and across the community
- Complete intersection at Camp Creek and Airport Drive for Six West development
- Complete the pedestrian bridge over Camp Creek Parkway
- Complete design and upgrade of MARTA Station
- Complete design and construction of parking, bike & walking path projects



The ATL SkyTrain connects the Airport and the rental car center to the Georgia International Convention Center (GICC), Gateway Center Arena @ College Park, and the Gateway Center hotels.

GOAL IV: PUBLIC SAFETY AND SECURITY

Deliver leading levels of public safety in which every resident, business person and government official is contributing to the well-being of others.

IV.1 Implement procedures that maintain emergency response times for power, police and fire.

IV.2 Update the Emergency Preparedness and Hazard Mitigation Plans.

IV.3 Develop and implement strategic policing systems and a staffed video analysis center to observe video activity as it occurs.

IV.4 Install improved lighting around business and city facilities.

IV.5 Create an internet-accessible "how to" guide on crime prevention methods for community members' homes and businesses, including hotel and restaurant parking lots.

IV.6 Use Smart Cities approaches to protect public health, reduce crime and support emergency preparedness.

IV.7 Hire an Emergency Operations Coordinator.

IV.8 Maintain comparable staffing and compensation levels for power, fire, and police related to per capita rates in surrounding communities.

SAMPLE PROJECTS

- Complete "Safer Grants" for funding additional staff;
- Design and build fourth fire station, to keep up with the additional development in the city;
- Evaluate and modify (if necessary) recruitment, compensation and retention plans relative to surrounding communities; and,
- Improve communications channels between first responders and citizens, businesses and residents



Economic Development's Main Street Manager, Renèe Coakley coordinated bringing a new mural to College Park. Ashley ArtzyBella spent more than a month working tirelessly to complete College Park's Brand newest art edition.

GOAL V: GOVERNANCE AND CUSTOMER SERVICE

Encourage National, State, Regional and interdepartmental collaborations that result in innovative and cost-effective approaches to exceptional service delivery.

V.1 Develop a strong, mission-critical network of senior level teams.

V.2 Expand infrastructure – physical and information technology.

V.3 Solidify accounting systems and municipal finances.

V.4 Develop a citywide fiber ring to support business around Six West and throughout the City of College Park.

V.5 Increase resources dedicated to staff training so that current and emerging leaders have the skills and insights to manage their teams and create a smooth day-to-day functioning government.

V.6 Develop College Park's "Re-imagine Service Program", complete with baseline attitudinal data and standards for expected increases in community members' satisfaction over time.

V.7 Establish new processes and Standard Operating Procedures (SOPs) citywide and increase transparency throughout City government.

V.8 Implement a Performance Management System that will help the City government identify, measure, and track progress toward goals.

V.9 Launch a "Green the Gateway" Initiative that focuses on reducing the use of paper and single-use plastics in City Government, the GICC and at the Gateway Arena.

V.10 Develop and implement a Comprehensive Marketing and Communications Plan.

V.11 Develop a Compliance Management System that ensures that the City of College Park is in compliance with all federal, state and county laws and guidance.

V.12 Build cooperative relations with federal, state, regional and local governmental entities including but not limited to federal and state agencies, Fulton County, the City of Atlanta, surrounding municipal governments and local CIDs.

SAMPLE PROJECTS

- Implement a prepay system for citizens;
- Document and address workflow processes;
- Develop a robust records retention program and improve response times under the Open Records Act;
- Conduct an audit of city financial records and develop smooth and transparent budget process
- Implement paperless technology to reduce costs/time;
- Upgrade internal email systems and systems security;
- Make other software upgrades, including a new GIS system, to better steward assets and reduce time and costs of managing assets;
- Reactivate the Apprentice and Journey Lineman Training and Incentive Program;
- Enact measures to improve system reliability through technology;
- Develop digital applications for e-filing of zoning, variance and annexation applications on the City of College Park website; and,
- Build a communications staff that includes social media and graphics talent to better report on city progress and activities for citizens.



Conclusion

The city will incorporate several processes and initiatives to help achieve the goals in this strategic plan

IMPLEMENT INTERNAL CROSS-DEPARTMENTAL TEAMS

Many aspects of the strategic plan are not oriented toward one department within the city. We anticipate forming and supporting many internal teams that will break down traditional silos and tackle large, cross-functional issues.

PERFORMANCE DASHBOARDS

Goals and objectives will be placed on the City of College Park's website and updated quarterly or more frequently if needed. Doing so will create an important system of accountability for city leaders and staff, while helping ensure slow and steady progress across all goals and city efforts.

Additionally, the Mayor and City Council will encourage and create increased opportunities for citizens to be engaged and involved in the process of implementing this plan. Citizen input and participation is needed to ensure the City's continued growth and prosperity. We are, truly, all in this together.

COLLEGE PARK INCLUDES YOU

Some of the ways in which citizens can participate are outlined below.

- **Join a Committee**: The city will be forming several committees and groups to create change. The city will promote these opportunities and eagerly anticipates citizen engagement in the process. For example, the city may create a volunteer group to help expand beautification efforts in the city.
- **Attend Council Meetings:** The city continues to encourage citizens to participate in City Council meetings, to ask questions about major initiatives, and to inquire about this plan's goals, objectives, and details.
- **Volunteer to Assist in Our Educational Improvement Efforts:** Many of our strategic initiatives require hands-on help from citizens, including efforts to improve the educational output of the elementary schools in College Park.
- **Shop at Local Businesses:** We encourage you to shop locally to support existing and emerging local businesses in College Park.
- **Crime Prevention Training and Awareness:** Join the ongoing Police Citizen training program, operational for the past five years, to help reduce crime in the city.

Mayor Motley Broom and the College Park City Council



Acknowledgements

City leaders are grateful for the efforts of the Strategic Planning Committee including:



Chris Cook
Director of Human Resources and Risk Management



Mike Hicks
Chief Information Officer and Committee Chairman



Artie Jones III
Director of Economic Development



Mercedes Miller
Executive Director of GICC/Gateway Center Arena at College Park



Jackson Myers
Special Projects Administrator



Althea Philord-Bradley
Director Finance, Accounting and Customer Service



Gerald Walker
Director of Communications



Ferman Williford
Police Chief

Their initial efforts included an analysis of City Strengths, Weaknesses, Opportunities and Threats. To assist in developing this strategic plan, a wide range of College Park stakeholders from various parts of the community were interviewed, including faith leaders, business owners, civic stakeholders, citizens, the Council, the Mayor, and Senior Staff Leaders. The interviews were conducted to gain insights into the city's past, present, and future. The answers to these questions provided the city with a general sense of the current dynamics in the community, as well as the factors that may stand in the way of our success. Leadership is grateful for all of those who committed their time, energy, and wisdom.

Finally, we are grateful for the tireless efforts of Adam R. Saslow, College Park resident and Senior Facilitator at Kearns & West. The firm has helped us shape this Plan while linking it to our Performance Management System and the implementation of policies and programs, which will inevitably allow College Park to take its rightful place at the forefront of business, culture, and quality of life in the metro-Atlanta

Appendix: Your College Park Government

CITY COUNCIL

The City Council's commitment to this plan will greatly affect its potential outcome. Each councilperson's desire to have the plan's goals realized and their willingness to promote and encourage success are key elements to the plan's implementation.



Ambrose Clay, Ward I

Upon Councilman Clay's retirement after several technical management careers in large telecommunication organizations, former resident Jean Gibb Clay brought him to College Park in 2005. He describes College Park as "the friendliest place I had ever visited". After voluntarily assisting City government with noise from aircraft overflights and other issues, he was asked to run for City Council. He views his career on Council as an opportunity to "give back" to his community.

Ambrose Clay was sworn in as Ward I Councilman on Monday, January 7, 2008. Councilman Clay is no stranger to politics, having served as a school board member of the Glen Ellyn School District 89, of DuPage County, Illinois. He was later elected president of that board.

Councilman Clay holds a Bachelor of Science in Electrical Engineering from M.I.T., a Master of Business Administration from the University of Chicago, and has numerous hours of post- graduate management training.

> **"For a councilperson to be most effective, the well-being of the community and staff must take precedence over the desire for personal aggrandizement or enrichment."**
>
> *Councilmember Ambrose Clay, Ward I*



Derrick Taylor, Ward II

Derrick Taylor took the oath of office January 4, 2018, amongst family, friends and former co-workers. Taylor has volunteered with College Park Recreation as a coach, referee and mentor. Taylor is a husband, father and grandfather. His interest in preserving and uplifting the community is born out of early family influences.

Taylor is an Atlanta native and has long committed himself to the mission of service to the community. He believes in the beauty of College Park, and that the most effective way to manage the city is to work in unison.

> **"I believe in employees because valuing our staff promotes long-term happiness for everyone residing in College Park. I value the employees that give their time to help our community achieve these goals. I believe in employees because teamwork is essential in creating a cohesive environment in College Park."**
>
> *Councilmember Derrick Taylor, Ward II*



Ken Allen, Ward III

Ken Allen was born in Ft. Benning Georgia and grew up in Lexington Kentucky. He attended Ga. Tech on a football scholarship and graduated with a B.S. Degree. Upon graduation, went to work for Delta Airlines and spent 25 years as System Manager of Employment and 10 years as a Manager in Airport Customer Service. After retiring from Delta, Ken worked for Airport Service International Group and spent ten years in Finance, Budgeting and Forecasting.

Ken is married with 3 children, 9 grandchildren and 2 great grandchildren. He has been a resident of College Park GA. Since 1993 (27 years).

Ken has served the City of College Park for 25 years in several capacities. He is a former Councilman, has served on the Board of Zoning Appeals, and was a Board Director for the College Park Housing Authority, as well as the District Marketing Organization. He believes in giving back to the community through service.

His interests include, bicycling, travel, and working outdoors. He says the best sound in the world is children's laughter.



Roderick Gay, Ward IV

Roderick Gay was sworn in as Ward IV Councilman on Tuesday, April 21, 2015, in College Park Council Chambers.

The husband and father of three is an 18-year resident and has a deep family history in College Park, including his great-grandmother and grandfather who were loyal citizens. Gay holds a Bachelor of Science from Tuskegee University and a Master of Public Administration from DePaul University. He serves as Executive Director of a nonprofit and teaches on a part-time basis.

His interest in public service stems from his desire to solve the needs of the local community, while offering guidance to maintain a credible, visionary outlook for the city as a whole. Councilman Gay was re-elected in November 2018 to continue his work as the voice of the Ward IV community.

> **"Leadership involves establishing a clear vision and sharing that vision with others. Therefore, knowledge of the vision yields genuine support from the entire organization. We value leadership because, without it, the vision for the city is lost. All involved, likewise, should have a clear understanding of what the goals for the city should be."**
>
> *Councilmember Roderick Gay, Ward IV*

THE MAYOR AND CITY MANAGER



Bianca Motley Broom, Mayor

Bianca Motley Broom was sworn in as the 27th mayor of College Park, Georgia in January 2020. A native of Cleveland, Ohio, she has lived in College Park since 2008. She is the first woman and the first person of color to serve as mayor of College Park.

Mayor Motley Broom is deeply committed to building the community College Park's citizens deserve. She is passionate about creating more opportunities for resident engagement and collaboration, improving educational outcomes, bolstering economic development and embracing fiscally sound and sustainable practices to ensure the city's continued growth.

She is the chair of the Georgia Municipal Association's Municipal Government Policy Committee and is a member of GMA's Legislative and Federal Policy Councils. Mayor Motley Broom serves on several other GMA committees, including the COVID-19 Advisory Committee, the Environment and Natural Resources Committee and the newly formed Equity and Inclusion Commission.

A conflict resolution specialist, Mayor Motley Broom is a registered arbitrator, civil mediator and domestic relations mediator in Georgia. From 2017-2019, she served as a part-time judge in Fulton County Magistrate Court. Prior to her appointment the bench, she was a trial attorney and litigator for nearly fifteen years.

Mayor Motley Broom earned her Bachelor of Arts in Public Policy Studies and Religion from Duke University and her Juris Doctorate from Washington University School of Law. She completed her MBA with honors from Lake Forest Graduate School of Management.

Being active in the community is an integral a part of Mayor Motley Broom's life. She served as board president of The Main Street Academy and was a member of the board of the Historic College Park Neighborhood Association. She volunteers in various capacities throughout the area including with Wholesome Wave Georgia and Hosea Helps. Mayor Motley Broom is a member of several professional organizations, including the State Bar of Georgia, the Gate City Bar Association, Mediators Beyond Borders and the National Academy of Distinguished Neutrals – Georgia Chapter.

In her free time, she enjoys pottery, swimming, reading and spending time with her husband and her three dogs.



Terrence R. Moore, City Manager

Mr. Terrence R. Moore, ICMA-CM was appointed by the College Park, Georgia Mayor and City Council to the position of city manager in March 2013. Mr. Moore serves as the city's chief administrative officer, responsible for oversight of day to day operations, offering leadership and guidance to all departments and divisions of city government, as well as implementing policies and programs as prioritized and directed by the Mayor and City Council.

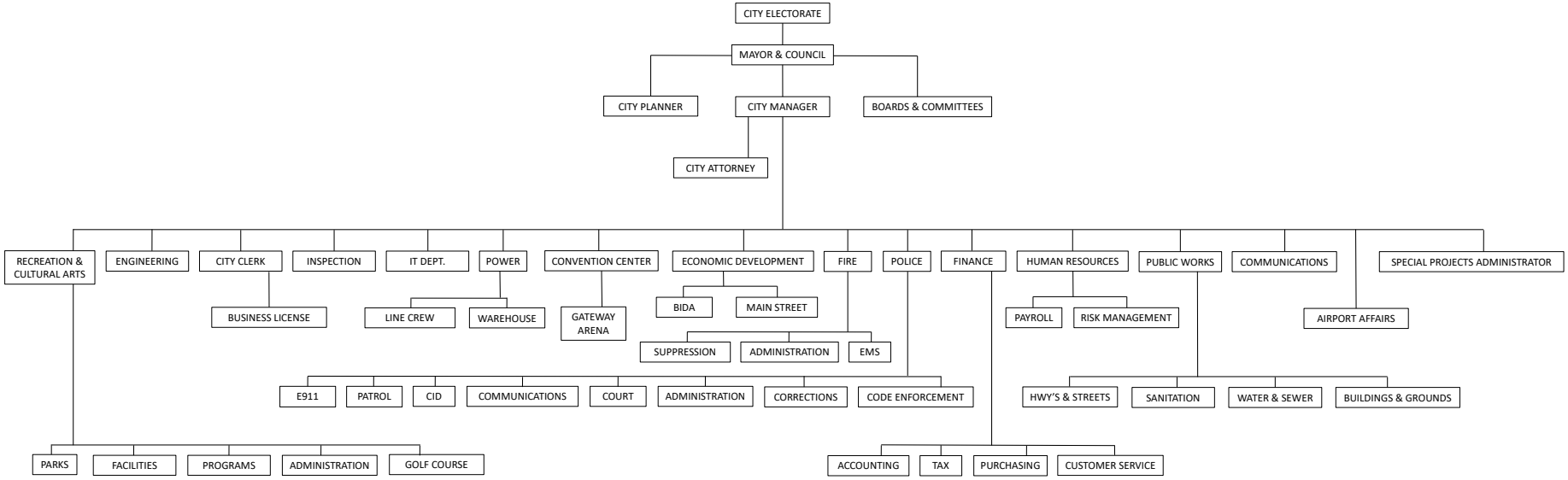
Mr. Moore joined the City of College Park after having successfully served since 2010 as city manager of Morgantown — West Virginia's fourth largest city and home of West Virginia University. During his final year in Morgantown, he also served as Vice President of the West Virginia City Managers Association.

A native of Chicago, Illinois, Mr. Moore earned both undergraduate and graduate degrees in Economics and Public Administration from the University of Illinois, as well as post-graduate certificates from the Florida Atlantic University Department of Urban and Regional Planning, and the University of Virginia Senior Executive Institute for Local Government Management. Previous professional experience includes city manager stints in Las Cruces, New Mexico (Home of New Mexico State University), and Sebastian, Florida, as well as positions with the municipal governments of Deerfield Beach, Florida; Peoria, Illinois; and Chicago, Illinois. In 2006, Mr. Moore was honored by the Greater Chicago Chapter of the American Society for Public Administration with its annual Model Administrator/Outstanding Alumnus Award, via formal nomination by leadership and faculty of the University of Illinois Graduate College of Urban Planning and Public Affairs. He is also a Life Member of the University of Illinois Presidents Council, and is an International City/County Management Association Credentialed Manager (ICMA-CM).

THE REST OF THE TEAM

The City of College Park consists of 15 operating departments with an annual operating budget of $140 million, additionally managing a number of enterprise funds and traditional departments that serve its people. With the presence of Hartsfield-Jackson Atlanta International Airport, the city boasts a number of unique enterprise businesses that allow it to operate in a more robust fashion compared to other small cities. College Park's administrative team is comprised of a group of professional managers and leaders who possess extensive experience in their designated areas of expertise. The team reports to the City Manager.

CITY OF COLLEGE PARK ORGANIZATION CHART





Learn how you can be a part of our exciting future.

For more information, contact College Park City Hall
3667 Main St. | College Park, GA 30337
Phone: (404) 767-1537 | **Fax:** (404) 669-3799
Email: info@collegeparkga.com